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MIDCAREER COURSE

NO. 98

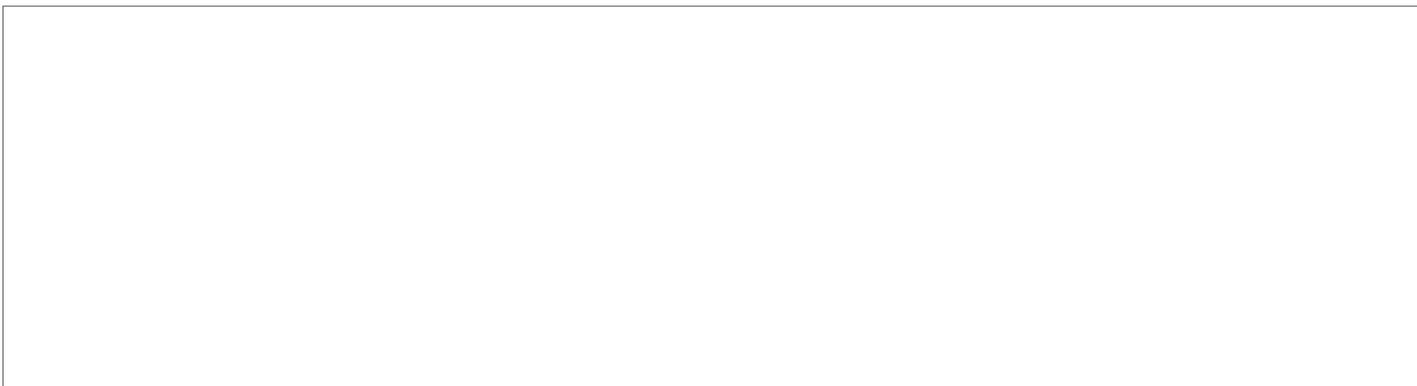
8 September - 10 October 1986

LEADERSHIP DEVELOPMENT
OFFICE OF TRAINING AND EDUCATION

ALL STUDENTS AND COURSE DIRECTORS
HAVE CLEARANCES

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MIDCAREER COURSE

NO. 97

Course Directors:	[Redacted]	25X1
	Executive Development Staff, LDD/OTE	
	[Redacted]	25X1
	Computer Based Training Group, OTE	
Extension:	[Redacted]	25X1
Special Agency Consultants:	[Redacted]	25X1
	TIB/ITD/OTE	
	[Redacted]	25X1
	EUR/DO	
	[Redacted]	25X1
	C/ [Redacted] EA/DO	

Chamber of Commerce Building, Room 1001

Course Location

8 - 19 September:	[Redacted]	25X1
22 September - 3 October:	Chamber of Commerce Building, Room 916	
6 - 10 October:	Domestic Field Trip	

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MIDCAREER COURSE DESIGN

The first three days lay out the themes that constitute the framework of the course. The program starts with an examination of how organizations function. What drives them? How do they relate to their environment? What limits their operations? Are these limitations internal, external, or both? How do all these facets contribute to a culture--the Agency culture?

Having investigated the implicit and explicit forces that drive the Agency, participants explore the legal, financial, and managerial boundaries within which the Agency operates.

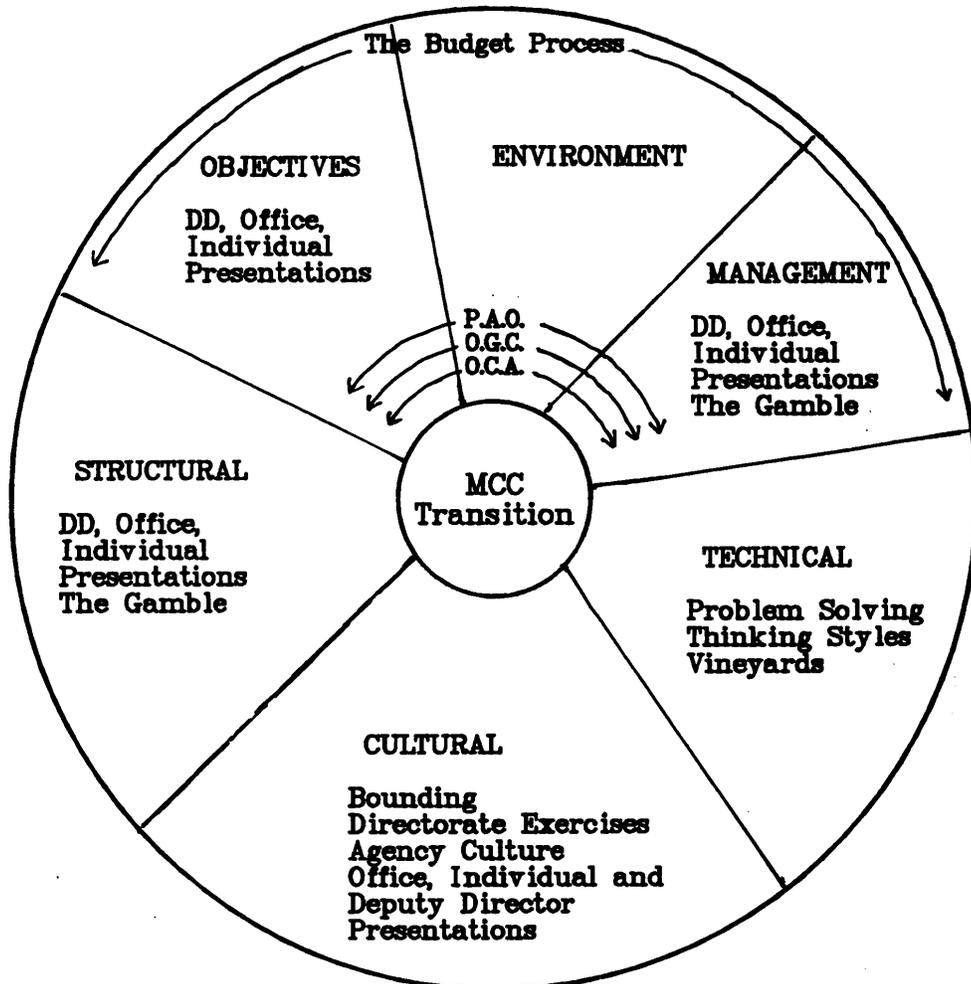
The course then examines the Agency's principal mission: production of intelligence. Coverage ranges from technical and human-source collection to the production and dissemination of finished intelligence. Besides its principal mission, CIA plays a role that is unique in the US Government--the conduct of covert action operations to support US foreign policy. These operations and why CIA has such a role are discussed.

Later the focus moves from the structural and technological subsystems to the psychosocial and managerial subsystems: how does the organization respond to individual needs while fulfilling the Agency's mission?

The program concludes with a domestic field trip to civilian and/or military installations to investigate how other large systems deal with organizational problems.

To achieve the course objectives, a variety of formats are used. These include meetings with senior officials, formal office presentations, tours, and individual participant presentations. Additionally, interactive and directorate exercises, and small-group activities enable participants to acquire a comprehensive understanding of the current dynamics of the Agency.

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MIDCAREER COURSE OBJECTIVES

The Midcareer Course began in 1963 with the aim of "providing an opportunity for mid-level officers with potential to broaden their professional outlook". As part of your career development, active participation in the course will provide you with an increased understanding of the Agency as a complex organization. This understanding should enable you to execute your current and prospective responsibilities more effectively.

By the end of the course, you will:

1. Understand the dynamics of the Agency as a complex organization.
2. Understand the opportunities in, but barriers to effective communication in the Agency.
3. Understand how components interact to fulfill the Agency mission.
4. Understand how Agency activities and resource allocation respond to key international issues.
5. Understand the implications of the Midcareer transition.
6. Take advantage of course opportunities for networking.

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INTELLIGENCE AND ORGANIZATIONAL ISSUES

As a part of their preparation for the course, Midcareerists are asked to think about what they see as the four most important organizational issues, and the four most important intelligence issues facing the Agency today and for the next three to five years. Following are the results of an extensive discussion of these issues at the opening session of the course.

These issues provide both speakers and students with an agenda for the course; are a means of comparing what people at midlevel perceive to be the most important issues with the issues the Deputy Directors must deal with daily; are important in understanding what drives agency resources and are used in a number of exercises throughout the class.



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